SID Policy on Project Office Training

May 24, 2004

California Health and Human Services Agency Data Center

Revision History

Revision	Date of Release	Purpose
Initial Draft	May 24, 2004	Initial Release

Approval

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1   INTRODUCTION

1.1 Adoption of SID Policy

As part of our ongoing commitment to process improvement and quality within the division, the Systems Integration Division (SID) is adopting this SID Policy on Project Office Training[1]. This policy will help clarify and enhance our current practices, and continue to align our organization with the Software Engineering Institute's Software Acquisition Capability Maturity Model (SEI's SA-CMM).

1.2 Applicability

[1.2.1][2] This policy shall apply to all SID projects effective the date of this policy. Projects that are in the middle of an SID life cycle process[3] (at the effective date of this policy) are required to demonstrate due diligence in complying with this policy within 30 days, to the degree that it does not jeopardize their ability to satisfy prior project commitments.

[1.2.2] The SID Assistant Director shall consider special situations for non-compliance on a case-by-case basis.

[1.2.3] Projects requesting a waiver from the requirements in this policy shall comply with the Deviation/Waiver Process (iManage SIDdocs #2484).

[1.2.4] Projects that are in the Maintenance and Operations (M&O) life cycle phase shall, at a minimum, assess compliance with this policy on an annual basis.

[1.2.5] All other projects shall, at a minimum, assess compliance with this policy at the start of a new life cycle phase.

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[1] This policy DOES NOT address career development, personal growth training for staff, user training that is tied specifically to the systems SID acquires and supports, or other types of state/organization mandated training (e.g. security awareness, sexual harassment awareness, etc). Furthermore, prime contractors and consultant contractors are not explicitly included in this policy. However, at the discretion of the Project Manager, and where appropriate, contractors can participate in training.

[2] Brackets [] are used as a reference designator for explicitly stated policy "shall" requirements. The numbers in the brackets are entered into the SID Compliance Toolbox (iManage SIDdocs #2093 using a reference designator (e.g. PM Policy-1.2.1) for ease of verification and traceability to applicable CMM and TOSU requirements.

[3] The SID Best Practices web site defines the typical life cycle for software acquisition projects in the organization. Definitions for each life cycle phase are available at www.bestpractices.cahwnet.gov/processes.htm.

1.3 References

The following references were used in the creation of this policy:

- Software Acquisition Capability Maturity Model (SA-CMM), Version 1.02, Key Process Areas 3.5 – Training Program, April 1999, Software Engineering Institute.
- Best Practices Web Site (BPweb), SID, http://www.bestpractices.cahwnet.gov.
  - Glossary and Acronyms, BPweb, SID.

1.4 Compliance Verification

[1.4.1] The SID Best Practices Support Group (BPSG) shall assess compliance to this policy at least annually using the applicable categories of the SID Compliance Assessment Toolbox (iManage SIDdocs #2093). For more information on compliance assessments, refer to the BPSG Project Plan.

1.5 Relationship To Other Policies

This policy is subordinate to the SID Policy on Project Management.

2 POLICY STATEMENT

It is the policy of SID to follow, adhere to, and implement proven project management best practices in compliance with the SEI CMM methodology and SID Best Practices as presented on the BP website.

[2.0.1] Managers shall comply with the requirements, procedures and processes referenced in this policy document.

[2.0.2] Projects shall comply with existing State of California guidance for identifying and satisfying training needs.

2.1 Required Documentation

2.1.1 SID Training Plan

[2.1.1.1] The division-level[4] training requirements shall be defined by the organization and documented in a SID Training Plan.

[2.1.1.2] The SID Training Plan shall be updated at least annually.

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4 Division-level training (defined by the SID Training Plan) is mandated on all projects from the SID organization. This training is general in content and is emphasizes topics that have long-term relevance to all projects in SID (e.g. SID orientation, Using the BP website, Understanding the SID life cycle etc).

2.1.2　Project Training Plan

[2.1.2.1] Projects shall document their project-specific [5] training requirements as well as define their approach to satisfying division-level training requirements in the Project Training Plan in accordance with the Project Training Plan Template and associated tailoring guidance on the BP website.

[2.1.2.2] Projects shall update and maintain the Project Training Plan until the project office is closed.

[2.1.2.3] Documentation related to the training program shall be tailored and revised (as appropriate) to accommodate the differences between SID acquisition life cycle phases as defined on the BP website.

2.2　Training Program Roles & Responsibilities

2.2.1　Management Steering Council (MSC)

[2.2.1.1] The MSC shall identify division-level training requirements that are common to all projects.

[2.2.1.2] The MSC shall review and document the status of the activities related to division-level training quarterly.

[2.2.1.3] The MSC shall include a discussion of the division-level training program at All-SID meetings.

[2.2.1.4] The MSC shall assess the quality of the division-level training program and document findings and recommendations for improvement at least semi-annually.

2.2.2　Best Practices Support Group (BPSG)

[2.2.2.1] The BPSG shall define and coordinate division-level training requirements in accordance with the direction of the MSC.

[2.2.2.2] The BPSG shall be responsible for the development and maintenance of the SID Training Plan.

[2.2.2.3] The BPSG shall update and maintain the SID Training Plan annually.

2.2.3　Administrative Manager (ADM) / Supervisor of Record (SOR)

[2.2.3.1] The ADM/SOR shall be responsible for implementation of all project-level training activities (either directly or by overseeing the work of others), including the development of the Project Training Plan.

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[5] Project-specific training (defined by the Project Training Plan) includes training that is unique to the specific needs of the project (e.g. welfare training, unemployment insurance training, etc.) and is determined as the special project need arises.

[2.2.3.2] The status of the activities related to project training shall be documented and reviewed at least quarterly with the administrative management team and Project Manager.

[2.2.3.3] The quality of the training provided to the project members shall be assessed and reviewed at least quarterly by the administrative management team and Project Manager.

[2.2.3.4] The ADM/SOR shall include an overview of the training program (for both division-level and project-level training) at new employee orientations.

[2.2.3.5] The ADM/SOR shall facilitate and coordinate training of project office staff to maintain currency with training appropriate to their role on the project in accordance with the Project Training Plan.

2.2.4 State Staff Roles & Responsibilities

[2.2.4.1] State staff shall participate in and maintain currency with training for their associated role on the project.

[2.2.4.2] State staff shall work in collaboration with their ADM (and/or SOR) to identify, review, and implement training needs as necessary to fulfill project assignments.

[2.2.4.3] State staff shall attend required training and provide feedback to their supervisor on the effectiveness of the training.

2.3 Training Program Tools

There are no training tools mandated at this time.

3 TRAINING METHODOLOGY

3.1 Division-Level

[3.1.0.1] The SID Training Plan shall describe or reference the specific processes and procedures that will be used to develop and manage the division-level training requirements.

3.1.1 Define Division-Level Training Needs

[3.1.1.1] Division-level training needs shall be discussed and documented at least twice a year as part of an MSC meeting.

[3.1.1.2] Division-level training needs shall be prioritized by the MSC, with plans developed for implementation, and documented as part of the BPSG Project Plan.

The SID Training Plan will be generic in form and reference the BPSG Project Plan for annual training initiatives and implementation.

3.1.2 Develop/Update/Acquire Division-Level Training Materials

[3.1.2.1] Division-level training materials shall either be developed in-house by the BPSG or acquired by an outside provider depending on the type of training required.

[3.1.2.2] The division-level training materials shall be maintained by the BPSG and updated as directed by the MSC.

[3.1.2.3] Division-level instructor training materials/student handouts shall be maintained by either the BPSG or HHSDC training center.

3.1.3 Track the Division-Level Training Progress

[3.1.3.1] Tracking of division-level training activities related to the planning, development, and/or acquisition of training materials shall be included as part of the BPSG Project Plan.

3.1.4 Evaluate the Division-Level Training Program

[3.1.4.1] Evaluation of division-level training effectiveness shall be discussed and documented at least twice a year as part of an MSC meeting.

[3.1.4.2] The BPSG shall coordinate the gathering of feedback from ADMs/SORs regarding the effectiveness of division-level training for reporting to the MSC.

[3.1.4.3] Feedback from the ADMs/SORs and the MSC shall be used as inputs to the development of the annual initiatives for training.

3.2 Project-Level

[3.2.0.1] The Project Training Plan shall describe or reference the specific processes and procedures that will be used to develop and manage the project-level training requirements.

3.2.1 Define Project-Level Training Needs

[3.2.1.1] Project-level training needs shall be discussed and documented prior to the start of each new life cycle phase or as the need presents itself.

[3.2.1.2] The ADM/SOR shall evaluate the division-level training requirements (as defined on the BP website) for each staff role and plan accordingly on how the project will comply with specific training mandates.

[3.2.1.3] Projects shall develop a project-specific training plan that incorporates the division-level training mandates as well as the specific training needs unique to the project.

3.2.2 Develop/Update/Acquire Project-Level Training Materials

[3.2.2.1] The creation or acquisition of new training, and the conducting of project-specific training will be the responsibility of the ADM/SOR.

[3.2.2.2] Division-Level training requests shall be coordinated with either the BPSG or the HHSDC Training Center.

3.2.3 Track Project Staff Training Progress

[3.2.3.1] Progress and completion of training identified in the Project Training Plan shall be documented and tracked as part of official project training records.

[3.2.3.2] The training needs for the project shall be reviewed (at least quarterly) against the plan for applicability or to incorporate changes as needed.

3.2.4 Evaluate Training Offered to Project Staff

[3.2.4.1] A training evaluation form shall be completed for all division-level training sessions.

[3.2.4.2] A training evaluation form shall be completed for all formal project-level training sessions.

[3.2.4.3] Training evaluation forms from division-level training shall be reviewed by the BPSG and project, and used to identify areas for training improvement.

[3.2.4.4] Training evaluation forms from formal project-level training shall be reviewed[6] by the project, and used to identify areas for training improvement.

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[6] For training purchased from outside vendors, projects should forward evaluations to the BPSG for the benefit of other projects.